DOCUMENT RESUME

ED 220 168 JC 820 428

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TITLE Facilitating Economic Development through Linkages between Vocational Education, CETA and Small Businesses: Final Report.
INSTITUTION Wisconsin Vocational, Technical and Adult Education District 1, Eau Claire.
PUB DATE Nov 81
NOTE 103p.; Funded by the Comprehensive Employment and Training Act.

EDRS PRICE MF01/PC05 Plus Postage.
DESCRIPTORS Curriculum Development; Education Work Relationship; *Employer Attitudes; Employment Programs; Employment Projections; *Job Training; *Labor Market; Needs Assessment; Questionnaires; *School Business Relationship; *Small Businesses; Surveys; Technical Institutes; Training Methods; Two Year Colleges; *Vocational Education
IDENTIFIERS *Comprehensive Employment and Training Act

ABSTRACT

In 1981, a project was undertaken by Wisconsin's Vocational Technical and Adult Education (VTAE) District 1 to determine the training and development needs of new small businesses and to establish vocational education linkages between Comprehensive Employment and Training Act (CETA) programs and these businesses. The project involved: (1) a survey of 915 business representatives; (2) interviews with 525 small business owners/operators; (3) conferences on "Resources to Assist Small Businesses" designed to facilitate understanding and interaction among business and resource people; and (4) a videotape presentation depicting the services available to businesses. The survey sought information on the location and characteristics of businesses, years in operation, sources of training and technical assistance, number of employees in specific job categories, satisfaction with worker training, plans for new equipment, preferred type of training, awareness of CETA and VTAE funded training programs, and interest in these offerings. Study findings stress the need for nontraditional delivery systems, on-the-job training, and programs tailored to specific businesses. The report details project objectives, survey methodology and results, and additional project activities. It also presents procedural recommendations, a profile of survey respondents, project conclusions and recommendations, and projected follow-up activities. Appendices include the survey instrument, a resource list, the conference agenda, and tables providing survey responses. (KL)

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ED220168

FINAL REPORT

Project Number
01-901-159-851

FACILITATING ECONOMIC DEVELOPMENT THROUGH LINKAGES BETWEEN VOCATIONAL EDUCATION, CETA AND SMALL BUSINESSES

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FINAL REPORT

FACILITATING ECONOMIC DEVELOPMENT THROUGH LINKAGES BETWEEN VOCATIONAL EDUCATION, CETA AND SMALL BUSINESSES

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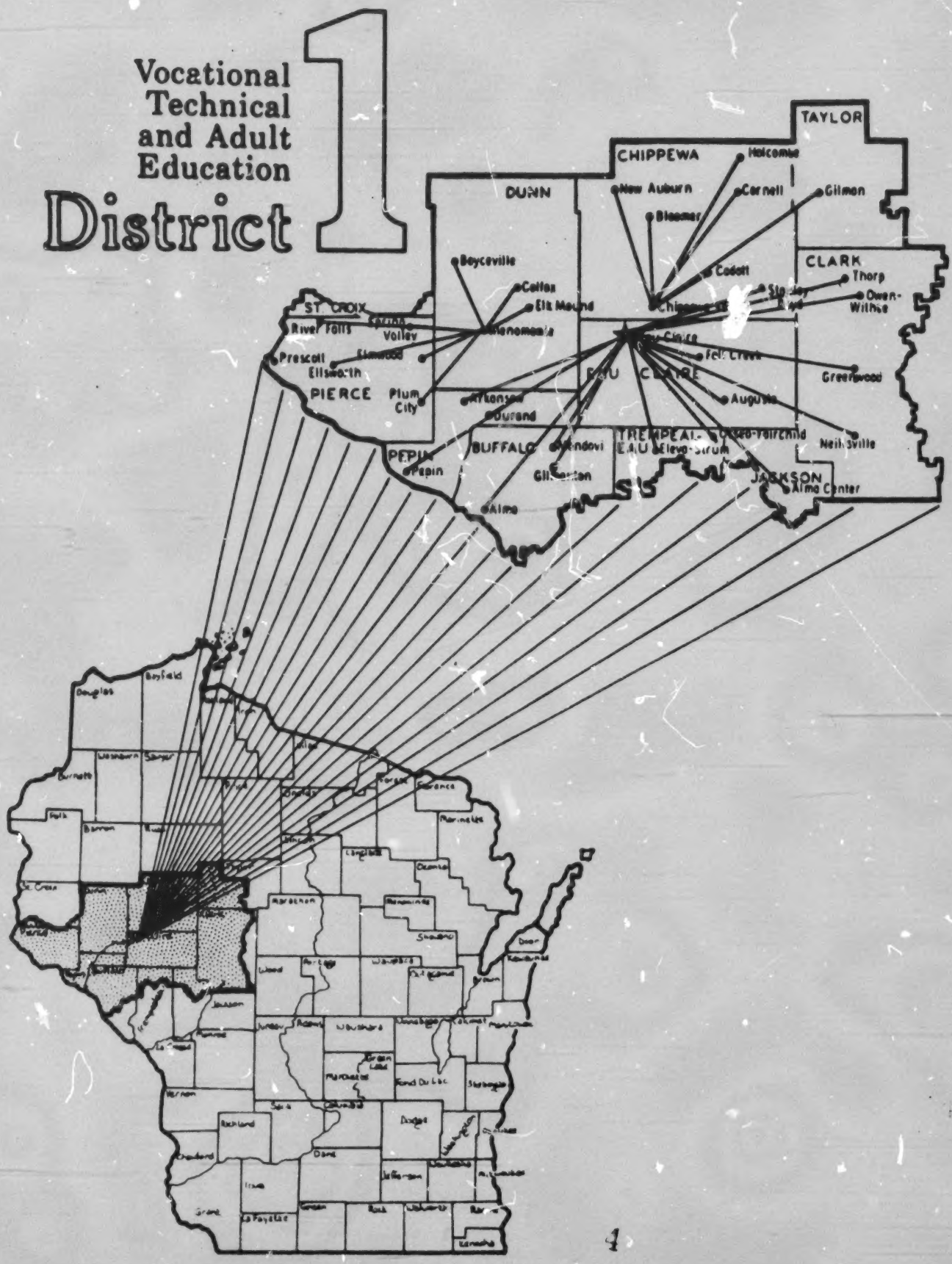
Eau Claire, Wisconsin

November, 1981

Funded by the Comprehensive Employment and Training Act.

Vocational Technical and Adult Education District 1



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SUMMARY AND CONCLUSIONS

This project was undertaken to determine the training and development needs of new small businesses, and to establish vocational education linkages between CETA and these businesses. Implicit in the project is recognition of the vital role played by small businesses in the national and local economy.

The project consisted of four primary activities: 1) the development and distribution of a survey instrument, 2) interviewing of small business owners/operators by project staff, 3) conferences entitled "Resources to Assist Small Businesses" designed to facilitate understanding and interaction among business and resource people, and 4) a videotape presentation, to be made available throughout the District, depicting the broad spectrum of services available to business people.

Nine hundred and fifteen (915) business people were mailed the survey instrument. There were a total of 525 interviews and 439 survey responses. Of the survey responses, 221 were from the targeted group (businesses established for less than five years, employing 20 or fewer employees).

The following conclusions and recommendations are based on both the survey responses and the subjective observations of inverviewers:

1. Nontraditional educational approaches need to be developed to provide an educational service to small businesses. It is recommended that alternative methods of deiivering instructional programs/materials be considered.

2. Perceived or real institutional barriers exist which prevent full utilization of existing services. Less red tape with government funded programs and a review of District One policies relative to class size minimums of 12 enrollees are suggested to overcome these barriers.

3. Neither the CETA system nor VTAE District One is widely perceived as a small business resource. Greater focus on small business related services and increased communication with small business owners/operators is encouraged.

4. Educational programs for small businesses need to be tailored to them and designed in terms of their environment. It is recommended that programs attempting to meet the needs of this group stress practical applications and reflect the scale of the business and the diverse responsibilities of the owner/operator.

5. Owners/operators prefer to train employees on the job. VTAE District One and CETA could assist by helping supervisors develop skills as trainers.

6. Future employment opportunities in small businesses will primarily be in service-related and miscellaneous occupations, followed by sales. Placement specialists and classroom teachers should keep workers/students appraised of employment opportunities in small businesses.

7. The development of knowledge and skills pertaining to financial management and increased sales are top training priorities among small business owners/operators. It is recommended that these priorities be reflected in the creation of relevant adu t and con inuing education programs.

CHAPTER I

INTRODUCTION

In this age of conglomerates, industrial giants and multi-national corporations, the importance of small business in our economy is often over-looked or under-estimated. Yet historically small businesses have contributed significantly to job creation, innovation and productivity, and they continue to do so today. According to a 1979 survey by Dunn and Bradstreet, 66% of all new jobs that year were created by firms with 20 or fewer employees. That statistic alone is an indicator of the significant impact of small business on our national economy. Recognition of the vital role of small business in our area economy is implicit in this project.

Given the critical economic importance of small businesses, statistics regarding their rate of failure are alarming. According to the Wisconsin State Department of Development, 75% of all new small businesses fail during the first four years of operation. United States Small Business Administration data indicates that failure results primarily from the owner's inexperience and/or lack of management expertise. In light of this, assistance in developing management and technical skills could mean the difference between success and failure for the owner/operator of a new small business. Assistance in locating and training workers could also increase productivity and reduce

operating costs for the enterprise, further increasing the probability of its success.

As a source of skilled entry-level workers and a provider of training services to upgrade management and technical skills, VTAE District One is in a position to contribute significantly to the success of new small businesses. Employment and training services funded by the Comprehensive Employment and Training Act (CETA) can contribute additional services and help off-set the costs of training to the employer.

A desire to effectively meet the training and development needs of new small businesses forms the basis of this project. It is hoped that in doing so more of these enterprises will succeed and employment opportunities will be generated.

Objectives

In order to accomplish this project, two basic questions needed to be answered:

1. Who are the owners of new small businesses?
2. What are their current and projected training and development needs?

No data was available to answer these questions. Communication with this group had previously been random and coincidental, and programs to serve them were generally based on the District's perception of their needs rather than on a concrete assessment. There was also concern that not only did VTAE District One and CETA program operators know little about new small businesses, owners knew little about the VTAE and CETA systems, and valuable services were not being fully utilized because of a lack of awareness.

In response to these problems and concerns, the Small Business Project was planned and carried out. The objectives of the project were:

1. to stimulate economic growth and development by assisting new small businesses and industries in solving management problems
2. to stimulate economic growth and development by determining the employment needs of new small businesses and industries which will help decision-makers match the training opportunities provided by vocational education and CETA to meet these needs
3. to establish vocational education linkages between CETA and new small businesses and industries which will help meet the needs identified in objective 1

For the purposes of this project, new small businesses were defined as those employing 20 or fewer employees which have been operating for less than five years.

CHAPTER II

METHODOLOGY

Obtaining an accurate listing of businesses in the target group proved to be a difficult and ultimately unachievable task. Several sources of data were investigated but were not considered usable for one or more of the following reasons: 1) the lack of specific data needed to identify the target group; 2) the limited nature of the listing; 3) the extensive manual sorting required to differentiate the target group from a comprehensive list of businesses. The list which was ultimately used was purchased from the Wisconsin Department of Industry, Labor and Human Relations (DILHR), and reflected the establishment of unemployment compensation accounts within the last four years by employers of 20 or fewer employees. Even this list, however, proved to be only 50% accurate (see Conclusions and Recommendations).

Instrument Design and Distribution

A survey instrument was developed with the assistance of an advisory group which included VTAE District One field services and instructional staff, and representatives of CETA programs and the Wisconsin Private Sector Initiative Program (WPSIP). The instrument was then piloted internally and with several owners of small businesses.

The survey instrument (Appendix A) was mailed with a letter of introduction (Appendix B) which set-up the expectation of a visit to the business site by a District One representative. Mailings and visits were scheduled in geographic sequence so as to reduce the amount of time between the owner's receipt of the survey form and the actual visit.

Interviewing and Follow-up

The visit and the personal interview which followed was considered the focal point of the project--the critical element in establishing a meaningful dialogue with members of the small business community. Five individuals who were selected and trained especially for this project served as interviewers. The purposes of the visit/interview were:

1. to clarify the survey form and assist in its completion
2. to conduct an informal discussion of business needs and the owners' perception of services
3. to distribute and discuss a list of VTAE, CETA, WPSIP and other area resources (Appendix C)

Visits lasted an average of ten minutes. In the event that the business owner/operator was not available at the time of the visit or was inconvenienced by it, the resource list was left with a self-addressed stamped envelope for return of the completed survey. To reduce the inconvenience and/or to locate rural addresses, some telephoning was done in advance of visits. In addition, some interviewing was done entirely over the telephone in order to meet time constraints.

Throughout the data gathering phase, interviewers met weekly with the Project Faciliatator and Director for de-briefing and planning

sessions. A system was developed by which owners who expressed an immediate need or concern relative to VTAE services received a follow-up call or visit by the appropriate District staff. A request form (Appendix D) was completed by the interviewer and submitted to the Assistant Director of Field Services for referral to the appropriate staff person. Twenty-four such requests were processed.

Conferences

Following the collection and tabulation of the data, conferences were planned and carried out to bring resource people from VTAE District One, CETA programs and other providers of relevant business services together with the business owners who participated in the project. See Appendix E for an explanation of conference goals and format.

CHAPTER III

SURVEY RESULTS

The survey instrument was distributed to 915 businesses in the District who, according to the information obtained from DILHR, employed from 1-20 employees and had been established for less than five years. Four hundred and thirty-nine (439) survey instruments (47.9%) were returned. Of these, however, 221 (24.2% of the total) were actually in the target group. Data reported in this section will reflect the responses of the 221 businesses who met both the "new" and "small" criteria as defined in the project. Data reflecting the responses of the total group of 439 can be found in Appendix F.

Table I shows the number and percent of survey respondents by county and type of business. Types of businesses are grouped by Standard Industrial Classification (SIC). Examples of the kinds of businesses included under specific classifications can be found in Appendix G. The largest return was from Eau Claire County with 79 (35.7% of the total); 26.6% (21) of those responses were from businesses providing services. The second largest return was from Chippewa County with 42 respondents (19% of the total), nearly half of whom (45.2%) were retailers. Overall, businesses engaged in retail trade comprised the greatest percentage (32.6%) of respondents, followed

by businesses providing services (24.9%). One or both of these types of businesses dominated responses within each county.

TABLE I

NUMBER AND PERCENT OF RESPONDENTS BY COUNTY AND TYPE OF BUSINESS

N = 221

COUNTY	STANDARD INDUSTRIAL CLASSIFICATION NUMBER OF RESPONDENTS BY COUNTY										TOTALS	
	Ag., Forestry, Fishing	Mining	Construction	Manufacturing	Trans., Public Utilities	Wholesale Trade	Retail Trade	Finance, Insurance, Real Estate	Services	No Response	No.	% of N
Buffalo	0	0	1	0	1	0	5	2	2	1	12	5.4
Chippewa	0	1	1	3	3	2	19	0	13	0	42	19.0
Clark	1	0	0	4	0	4	10	2	2	0	23	10.4
Dunn	2	0	0	1	0	1	8	2	8	1	23	10.4
Eau Claire	1	0	9	5	4	7	16	5	21	11	79	35.7
Jackson	0	0	0	0	0	1	0	0	0	0	1	0.5
Pepin	0	0	3	0	0	0	1	1	2	0	7	3.2
Pierce	0	0	3	2	1	0	11	0	4	1	22	10.0
St. Croix	0	0	0	0	1	0	0	0	2	0	3	1.4
Trempealeau	0	0	1	1	1	0	2	0	0	1	6	2.7
Taylor	0	0	0	0	0	0	0	0	1	0	1	0.5
TOTALS	4	1	18	16	11	15	72	12	55	17	221*	
% OF N	1.8	0.5	8.1	7.2	5.0	6.8	32.6	5.4	24.9			

*Includes two responses which did not indicate county.

Table II indicates that survey respondents primarily operated businesses in an urban area--47.5% in a city of more than 7,000. In the counties of Eau Claire, Chippewa, and Dunn this means that businesses were primarily located in the cities of Eau Claire, Chippewa Falls, and Menomonie respectively.

TABLE II

DESCRIPTION OF BUSINESS LOCATION

County	Rural/ Agric.	Rural/ Res.	City < 1000	City 1000-6999	City of 7000+
Buffalo	2	1	4	5	0
Chippewa	6	5	2	10	18
Clark	4	0	4	15	0
Dunn	0	1	4	3	14
Eau Claire	4	2	3	4	66
Jackson	1	0	0	0	0
Pepin	2	1	0	4	0
Pierce	7	2	4	4	5
St. Croix	1	0	0	0	2
Trempealeau	1	0	3	1	0
Taylor	1	0	0	0	0
TOTALS	29	12	24	46	105
% of N	13.1	5.4	10.9	20.8	47.5

Survey questions regarding the number of employees and length of business ownership were used to assure the accuracy of DILHR data identifying the target group, and also to develop a profile of survey respondents. Table III shows that a majority of respondents (65.6%) employed 1-5 people. According to Table IV, two-thirds (67.6%) have been operating for 3-4 years.

TABLE III

NUMBER OF EMPLOYEES

N = 221

Number of Employees	Number of Businesses	Percent of N
1-5	145	65.6
6-10	43	19.5
11-15	19	8.6
16-20	7	3.2
More than 20	0	0

TABLE IV

LENGTH OF OPERATION/OWNERSHIP OF BUSINESS
BY CURRENT OWNER/OPERATOR

N = 221

Number of Years	Number of Businesses	Percent of N
1 year or less	31	14.0
2 years	39	17.6
3 years	71	32.1
4 years	78	35.3
5 years or more	0	0

Table V shows that the majority (52.0%) of respondents have previously owned or managed another business.

TABLE V

PREVIOUS OWNERSHIP/MANAGEMENT EXPERIENCE
OF CURRENT OWNERS/OPERATORS

N = 221

Previous Ownership/ Management Experience?	Number	Percent of N
Yes	98	44.3
No	115	52.0

Sources of training, education, or other technical assistance utilized by owners/operators to meet ongoing management needs are indicated in Table VI. Sources are listed in order of overall ranking by respondents; "other business people" received the highest overall ranking. The U.S. Small Business Administration was the source least utilized by respondents. Sources of assistance listed as "other" most frequently included previous experience and parent companies, suppliers, or distributors. A complete list of "other" responses can be found in Appendix H. Table VII shows the order of usage by county, and indicates that reliance on other business people as the primary source of ongoing management assistance is common throughout the District.

TABLE VI

RESOURCES UTILIZED TO MEET MANAGEMENT NEEDS

Resources	Rank
U.S. Small Business Administration/SCORE	7
District One or other technical school	5
UW Extension	6
Trade or professional organization	3
Other business people	1
Books or other printed material	2
Other	4

TABLE VII

RESOURCES UTILIZED TO MEET MANAGEMENT NEEDS
BY COUNTY

	RESOURCES						
County	SBA/ SCORE	Tech. School	UW Ext.	Trade/ Prof. Org.	Other Bus. People	Books, Printed Material	Other
	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Buffalo	5	4	6	3	1	2	7
Chippewa	6	5	7	4	1	2	3
Clark	5	6	7	4	1	2	3
Dunn	7	5	6	4	1	3	2
Eau Claire	7	5	6	3	1	2	4
Jackson	4	3	-	1	2	-	-
Pepin	5	4	7	1	1	3	6
Pierce	7	4	6	5	1	3	2
St. Croix	-	3	4	4	1	2	6
Trempealeau	6	3	3	5	2	1	7
Taylor	1	4	3	7	5	6	2

According to Table VIII, respondents most often employed clerical workers (52.9%) and sales people (47.5%). Thirty-nine point eight percent (39.8%) of respondents reported employing workers in categories other than those listed; service workers were most often written-in as "other" types of workers (see Appendix H for a complete listing). Table VIII also indicates that "other" types of jobs are most likely to be available in the next three years because of large turnover or expansion. The second greatest projected need for employees is in the category of sales, ith 13.1% of respondents indicating that either high turnover or new positions are anticipated.

TABLE VIII

CURRENT EMPLOYEES AND PROJECTED NEED
FOR EMPLOYEES IN THE NEXT 3 YEARS

N = 221

Categories of Workers	Number of Businesses Employing:			TOTAL	% of N	Number of Businesses Anticipating:		TOTAL	% of N
	1 - 3	4 - 6	7 or more			Large Turnover	New Positions		
Office/Clerical	114	2	1	117	52.9	0	17	17	7.7
Office/Financial	61	1	0	62	28.1	0	8	8	3.6
Sales	85	13	7	105	47.5	3	26	29	13.1
Machine trades	18	5	2	25	11.3	0	4	4	1.8
Assembly	9	3	0	12	5.4	0	3	3	1.4
Construction-related	16	1	3	20	9.0	3	4	7	3.2
Other	58	16	14	88	39.8	13	21	34	15.4

Table IX shows that the greatest projected need for new employees was reported by respondents in Eau Claire County, where workers in sales and miscellaneous job categories were reported as most needed.

TABLE IX

PROJECTED NEED FOR ADDITIONAL EMPLOYEES BY COUNTY

	NUMBER OF RESPONSES BY COUNTY										
Categories of Workers	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor
Office/clerical	0	3	0	5	10	0	0	1	0	1	0
Office/financial	0	2	0	0	4	0	0	1	0	1	0
Sales	0	4	1	2	16	0	0	5	0	1	0
Machine trades	0	2	0	0	1	0	0	0	0	1	0
Assembly	0	0	0	0	1	0	0	1	0	1	0
Construction	0	1	0	0	4	0	0	2	0	0	0
Other	1	6	3	5	16	0	0	2	1	0	0

The projected need for additional employees is broken down according to type of business in Table X. Additional sales people are reported as needed primarily by retailers, followed by wholesalers and service establishments. "Other" miscellaneous categories of workers are projected as needed primarily by service and retail establishments.

TABLE X

PROJECTED NEED FOR NEW EMPLOYEES BY TYPE OF BUSINESS

Categories of Workers	NUMBER OF RESPONSES BY STANDARD INDUSTRIAL CLASSIFICATION								
	Ag/For/ Fish	Mining	Const.	Mfg.	Trans/ PU	Whole- sale	Retail	Fin/Ins/ RE	Services
Office/clerical	1	0	0	2	0	3	3	2	6
Office/financial	0	0	1	2	0	0	0	1	4
Sales	0	0	1	2	1	6	11	1	6
Machine trades	0	0	0	2	0	1	1	0	0
Assembly	0	0	0	2	0	0	1	0	0
Construction-related	0	0	7	0	0	0	0	0	0
Other	2	0	0	2	1	3	9	0	16

According to Table XI, 18.1% of respondents reported that the skilled workers they require are not available in their area. Table XII indicates that businesses involved in the category of transportation and public utilities reported the greatest difficulty in finding skilled workers, with 36.4% of respondents from that SIC group reporting that skilled workers are generally not available in their area. Thirty-one point two percent (31.2%) of manufacturers reported similarly.

TABLE XI

NUMBER OF BUSINESSES UNABLE TO FIND SKILLED WORKERS BY COUNTY

N = 221

NUMBER OF RESPONSES BY COUNTY

Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	Total	% of N
4	11	2	3	14	0	0	4	1	0	1	40	18.1

TABLE XII

TYPES OF BUSINESSES UNABLE TO FIND SKILLED WORKERS

N = TOTAL NUMBER OF RESPONDENTS FROM EACH SIC GROUP

Type of Business (SIC)	Number	% of N
Ag/For/Fish	0	0
Mining	0	0
Construction	4	22.2
Manufacturing	5	31.2
Transportation/P.U.	4	36.4
Wholesale	2	13.3
Retail	11	15.3
Fin/Ins/R.E.	1	8.3
Services	11	20.0

Table XIII shows the new types of equipment respondents plan to acquire in the next three years. Sixteen point three percent (16.3%) of respondents intend to add data or word processing/communications equipment to their businesses. Two-thirds of these businesses are in Eau Claire County. Plans to acquire data on word processing equipment, as shown in Table XIV, were most often reported by owners/operators of service establishments (13), followed by retailers (8) and wholesalers (7).

TABLE XIII

PROJECTED ADDITION OF NEW TYPES OF EQUIPMENT BY COUNTY

N = 221

Type of Equipment	NUMBER OF RESPONSES BY COUNTY											TOTALS	
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	No.	% of N
Data/Word Processing	0	4	1	4	24	0	1	1	0	1	0	36	16.3
Materials-Production	0	1	2	0	1	0	1	1	0	1	0	7	3.2
Materials-Handling	0	1	1	0	2	0		1	0	1	0	6	2.7
Other	1		1	0	8	0	1	2	1	1	0	15	6.8

TABLE XIV

PROJECTED ADDITION OF NEW EQUIPMENT
BY TYPE OF BUSINESS

Type of Equipment	NUMBER OF RESPONSES BY SIC								
	Ag/For/Fish	Mining	Construction	Manufacturing	Trans/PU	Wholesale	Retail	Fin/Ins/RE	Services
Data/Word Processing	0	0	1	4	0	7	8	3	13
Materials-Production	0	0	1	4	0	1	0	0	1
Materials-Handling	0	0	1	3	0	1	0	0	1
Other	1	0	0	1	2	1	4	1	4

Table XV shows that respondents felt that their new employees were best trained by observing existing workers (ranked number one) or through an on-the-job training program (ranked number two). As seen in Table XVI these methods were preferred (ranked either number one or two) by all types of businesses except wholesale.

TABLE XV

PREFERRED METHODS FOR TRAINING NEW EMPLOYEES

Method	Rank
Observing existing workers as they perform their duties	1
A planned on-the-job training program	2
Short-term classroom training in specific job skills	4
Completion of a technical school program	3
Other	5

TABLE XVI

PREFERRED METHODS FOR TRAINING NEW EMPLOYEES
BY TYPE OF BUSINESS

	METHOD				
	OBSERVATION	OJT	CLASSROOM	TECH. SCH.	OTHER
SIC	RANK	RANK	RANK	RANK	RANK
Ag/For/Fish	2	1	3	3	-
Mining	1	2	-	-	-
Construction	2	1	3		5
Manufacturing	1	2	4	3	5
Trans/P.U.	1	2	3	4	5
Wholesale	3	1	4	2	5
Retail	1	2	3	4	5
Fin/Ins/ R.E.	2	1	3	4	5
Services	1	2	4	3	5

Awareness of federally funded training programs serving the private sector is indicated in Table XVII. Slightly more than half (52.0%) of all respondents were aware of these programs; 49.3% would like additional information about them. This data is presented by type of business in Table XVIII.

TABLE XVII

KNOWLEDGE OF FEDERALLY-FUNDED TRAINING PROGRAMS BY COUNTY

N = 221

County	Awareness of Programs		Desire for More Information	
	Yes	No	Yes	No
Buffalo	4	6	5	6
Chippewa	22	20	21	17
Clark	14	8	10	12
Dunn	13	10	14	9
Eau Claire	49	27	36	34
Jackson	0	1	1	0
Pepin	2	4	4	2
Pierce	7	13	13	7
St. Croix	2	1	1	2
Trempealeau	2	4	4	2
Taylor	0	0	0	0
TOTAL	115	94	109	91
% of N	52.0	42.5	49.3	41.2

TABLE XVIII

KNOWLEDGE OF FEDERALLY FUNDED TRAINING PROGRAMS
BY TYPE OF BUSINESS

	AWARENESS OF PROGRAMS		DESIRE FOR MORE INFO.	
SIC	YES	NO	YES	NO
Ag/For/Fish	2	2	1	3
Mining	1	0	1	0
Constr.	8	10	11	6
Mfg.	12	4	9	6
Trans P.U.	3	8	8	3
Wholes.	10	5	9	4
Ret.	44	35	38	39
Fin. Ins. R.E.	6	6	5	7
Services	27	22	25	21

As seen in Table XIX, training topics of greatest interest to owners/operators of new small businesses were sales techniques (with 82 respondents indicating interest), bookkeeping (80), advertising (74), and accounting (65). Topics of least interest were data and word processing (no interest reported) and employee relations (1 respondent). This data was consistent by county, with the addition of communication skills to the top four in Eau Claire County, and records management in Clark County.

This pattern was generally repeated within types of businesses (Table XX) with the addition of taxes and records management to the top four interests of construction firms. Relatively high interest was also shown in records management by owners of service establishments, while wholesalers indicated interest in financial analysis.

TABLE XIX

TRAINING NEEDS BY COUNTY

TRAINING TOPIC	COUNTY AND NO. INDICATING INTEREST												
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	*	Total
Advertising	4	12	4	8	31	1	3	8	1	1	0	0	74
Identifying Markets	2	7	2	2	20	0	2	4	0	0	0	0	39
Sales Techniques	4	11	8	8	35	1	3	8	2	1	0	0	82
Pricing	3	9	6	4	19	0	0	5	2	2	0	0	50
Accounting	6	6	4	9	24	0	4	7	3	1	1	1	65
Bookkeeping	6	13	6	10	27	1	3	9	2	2	1	1	80
Records Management	4	7	6	7	20	1	4	5	2	1	0	0	57
Financial Analysis	2	5	4	5	14	0	1	3	1	1	0	0	36
Contracts	2	1	4	2	8	0	1	1	1	0	0	0	20
Consumer Credit/ Collection	2	10	3	5	14	0	0	2	1	1	0	0	38
Taxes	3	10	4	5	23	0	0	5	0	0	0	0	50
Government Regulations	2	6	2	3	11	1	0	2	0	0	0	0	27
Investment Alternatives	1	7	2	4	8	0	0	2	0	0	0	0	24
Data Processing	0	0	0	0	0	0	0	0	0	0	0	0	0
Inventory Control	1	0	2	1	2	0	0	0	0	0	0	0	6
Purchasing	1	0	0	1	4	0	0	0	0	1	0	0	7
Quality Control	1	0	0	1	1	0	0	0	0	0	0	0	3
Using Word Processors	0	0	0	0	0	0	0	0	0	0	0	0	0
Safety	1	0	0	0	0	0	0	0	0	1	0	0	2
Supervisory Skills	0	0	2	2	2	0	0	0	0	0	1	0	0
Interviewing/ Employee Selection	0	0	1	0	0	0	0	0	0	0	1	0	2
Employee Relations	0	0	0	0	0	0	0	0	0	0	1	0	1
Decision Making	1	0	0	2	0	0	0	0	0	1	1	0	5
Customer Relations	0	0	2	3	1	0	0	2	0	0	0	0	8
Time Management	1	0	1	1	1	0	0	0	0	0	0	0	4
Motivation	0	0	2	3	2	0	0	1	0	0	1	0	9
Stress Management	0	2	0	1	1	0	0	0	0	1	1	0	6
Assertiveness	1	3	1	3	22	0	0	5	0	1	0	1	37
Communication Skills	2	5	2	6	25	0	1	4	1	1	0	2	49
Leadership Skills	2	2	2	5	20	0	1	4	0	1	0	1	38
Cardiopulmonary Resuscitation (CPR)	4	3	1	3	10	0	1	3	1	1	0	1	28

*No county indicated

TABLE XX

TRAINING NEEDS BY TYPE OF BUSINESS

TRAINING TOPIC	TYPE OF BUSINESS AND NO. INDICATING INTEREST								
	AG/FOR/FISH	MINING	CONST	MFG	TRANS/P.U.	WHOLE	RET	FIN/INS/RE	SERV
Advertising	0	0	6	5	1	6	29	5	17
Identifying Markets	0	0	2	4	0	3	14	4	10
Sales Techniques	2	0	5	3	3	10	33	6	17
Pricing	1	0	1	5	2	4	23	1	8
Accounting	1	0	4	3	4	7	21	4	12
Bookkeeping	1	0	5	4	4	10	32	4	10
Records Management	2	0	6	5	2	6	12	1	11
Financial Analysis	0	0	4	3	2	7	10	6	4
Contracts	0	0	4	2	1	1	6	3	1
Consumer Credit/ Collection	2	0	3	4	1	6	8	3	8
Taxes	1	0	6	2	4	4	15	3	8
Government Regulations	0	0	1	2	2	4	9	2	3
Investment Alternatives	1	0	4	2	1	1	6	4	5
Data Processing	0	0	0	0	0	0	0	0	0
Inventory Control	0	0	1	0	1	2	1	0	0
Purchasing	0	0	2	0	2	0	2	0	0
Quality Control	0	0	1	0	1	0	1	0	0
Using Word Processors	0	0	0	0	0	0	0	0	0
Safety	0	0	0	0	2	0	0	0	0
Supervisory Skills	0	0	0	0	0	1	2	2	1
Interviewing/ Employee Selection	0	0	0	0	0	1	0	0	1
Employee Relations	0	0	0	0	0	0	0	0	1
Decision Making	0	0	0	0	1	0	1	1	2
Customer Relations	0	0	0	0	0	0	5	1	1
Time Management	0	0	1	0	1	1	1	1	0
Motivation	0	0	1	0	0	1	4	2	1
Stress Management	0	0	1	0	0	0	1	1	3
Assertiveness	1	0	3	1	1	2	16	0	10
Communication Skills	3	0	4	2	1	4	13	5	9
Leadership Skills	2	0	5	1	2	3	10	4	4
Cardiopulmonary Resuscitation (CPR)	0	0	2	2	1	2	10	2	5

Table XXI shows respondents' awareness of the various services offered by District One; Table XXII indicates whether these services are

considered important to the business owner. Respondents were most aware that District One offers high school credit courses (50.7% indicated awareness) and individualized instruction to upgrade math, reading, and writing skills (49.3% indicated awareness). The services of which respondents were least aware were screening and referral of vocationally trained people to employers (30.8% indicated awareness) and career guidance and information (33.0% indicated awareness). The service most often considered important to a respondent's business was workshops to meet specific employer needs (reported by 24.9% of respondents), followed by individualized instruction to upgrade office skills (reported by 20.4% of respondents). Of least importance was GED test preparation and English for non-English speaking people.

TABLE XXI

AWARENESS OF DISTRICT ONE SERVICES

N = 221

SERVICE	NUMBER OF RESPONSES BY COUNTY													
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	No Cty. Indic.	Total No.	% of N
Individualized instruction to upgrade math, reading and writing skills	5	22	6	13	42	1	5	9	2	2	0	2	109	49.3
High school credit courses	4	21	7	14	45	1	5	9	2	2	0	2	112	50.7
GED test preparation	6	16	8	12	40	0	4	7	2	2	0	2	99	44.8
English for non-English speaking people	2	13	6	9	35	0	3	4	2	2	0	2	78	34.4
Occupational improvement training	3	16	6	9	40	0	5	4	1	2	0	2	88	39.8
Supervisory training	4	14	6	6	37	0	3	2	1	2	0	2	77	34.8
Workshops to meet specific employer needs	4	13	6	8	40	0	2	5	0	2	0	2	82	37.1
Apprenticeship training	5	17	5	7	36	0	4	6	0	2	0	2	84	38.0
Evening credit courses in interpersonal relations and communications	4	19	9	11	37	0	3	7	1	2	0	2	95	43.0
Individualized instruction to upgrade office skills (typing, accounting, office procedures)	4	14	8	9	38	0	5	5	0	2	0	2	87	39.4
Screening and referral of vocationally trained people to employers	4	9	4	7	32	0	2	5	1	2	0	2	68	30.8
Career guidance and information	4	12	5	7	32	0	3	5	1	2	0	2	73	33.0

TABLE XXII

IMPORTANCE OF DISTRICT ONE SERVICES

N = 221

SERVICE	NUMBER OF RESPONSES BY COUNTY													
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	No Cty. Indic.	Total No.	% of N
Individualized instruction to upgrade math, reading and writing skills	3	3	1	2	11	1	1	1	0	2	0	1	26	11.8
High school credit courses	1	0	1	1	1	1	0	0	0	0	0	0	5	2.3
GED test preparation	0	0	1	0	1	0	0	0	0	0	0	0	2	0.9
English for non-English speaking people	0	0	0	0	2	0	0	0	0	0	0	0	2	0.9
Occupational improvement training	1	4	1	3	13	0	2	4	0	1	0	0	29	13.1
Supervisory training	3	4	1	5	17	1	2	4	1	0	0	1	39	17.6
Workshops to meet specific employer needs	5	7	4	7	21	0	1	7	1	1	0	1	55	24.9
Apprenticeship training	0	3	1	1	9	0	1	0	1	1	0	1	18	8.1
Evening credit courses in interpersonal relations and communications	3	5	0	5	8	0	1	4	1	0	0	2	28	12.7
Individualized instruction to upgrade office skills (typing, accounting, office procedures)	3	6	1	6	20	1	3	3	1	0	0	1	45	20.4
Screening and referral of vocationally trained people to employers	0	4	2	2	14	1	1	2	1	2	1	0	30	13.6
Career guidance and information	0	1	0	1	5	0	1	1	0	0	0	0	9	4.1

Table XXIII lists the possible factors preventing new small business owners from more fully utilizing District One's services. The factor most often indicated (by 35.3% of respondents) was that they were too busy or too tired to attend classes. Distance to classes was the most significant factor in Buffalo, Clark, and Pierce counties (tied with offerings not meeting needs in Pierce county). Chippewa County respondents most often reported that the time of offerings conflicted with their work hours.

TABLE XXIII

FACTORS PREVENTING USE OF DISTRICT ONE'S TRAINING SERVICES

N = 221

	NUMBER OF RESPONSES BY COUNTY													
Factor	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	*	Total	% of N
Distance to Class	6	11	13	5	4	1	2	6	1	1	1	0	51	23.1
Time of Offerings	1	14	6	3	19	0	1	5	2	4	1	0	56	25.3
Too Busy or Tired	5	11	7	6	33	0	3	5	2	4	1	1	78	35.3
Not Familiar with Offerings	1	4	1	5	10	1	2	5	1	0	0	0	30	13.6
Offerings Don't Meet Needs	4	10	5	6	14	1	1	6	1	0	0	1	49	22.2
Other		5	2	5	6	0	0	3	0	0	0	0	21	9.5

*No county indicated.

Owners/operators were asked to rank the best ways to inform them of District One's services. As seen in Table XXIV, respondents indicated that the best way was by direct mail, followed by announcements in local newspapers.

TABLE XXIV

PREFERRED METHODS FOR INFORMING OWNERS/OPERATORS OF DISTRICT ONE'S SERVICES

METHODS	RANK
Direct mailings	1
Announcements in local newspapers	2
Radio announcements	3
TV ads	4
Posters in your community	5
Other	6

Survey participants were asked if they would like to be on a mailing list to receive information about ongoing training activities at District One. Seventy-one point nine percent (71.9%) (159) indicated "yes" and listed their names and mailing addresses; 20.8% (46) indicated "no"; 7.2% (16) did not respond.

Owners/operators were also asked to indicate their interest in attending a conference to learn more about resources serving small businesses. Thirty-three point zero percent (33.0%) (73) indicated a definite "yes"; 45.7% (101) indicated "maybe"; 16.3% (36) said "no"; and 5% (11) did not respond.

Interviewers' Observations

In addition to formal data gathered by way of the survey instrument, valuable information was also gathered informally by the project interviewers.

An attempt was made to personally contact all 915 survey recipients. Approximately 10% of this group could not be located or had gone out of business. The remaining 824 were either visited or contacted by telephone. Approximately 375 were interviewed in depth in person; another 150 were interviewed over the telephone, for a total of 525 interviews. Responses of all interviewees, target group and nontarget group combined, are summarized in this section. It should be noted that interviewees did not necessarily complete and return their survey forms, nor were all survey respondents interviewed. No attempt was made to quantify information obtained through interviews.

The observations listed below are general statements reflecting interviewers' collective field experiences, and are offered for the purpose of developing further insights into the needs, concerns, and perceptions of the business people who participated in this project.

1. The general state of the economy and high interest rates in particular are the major concerns of owners/operators. For many, espcially the very small and rural, their very survival is threatened. Most, however, remain cautiously optimistic.

2. Knowledge of resources in general and VTAE District One services in particular diminishes in direct proportion to distance from the cities of Eau Claire and Chippewa Falls.

3. Owners are very receptive to personal contact and respond favorably to such initiative by service providers if proper rapport and credibility are first established.

4. Outside of the major urban areas, the owners/operators who were interviewed do not feel that District One Adult and Continuing Education classes serve the business community.

5. Many owners recognize the need for and would like to take greater advantage of educational opportunities but are constrained by time, energy level, and distance from urban centers.

6. Business education which is not geared specifically to the practical realities of small business management does not meet owner/operator needs.

7. Owners/operators who do not require vocationally trained employees tend not to perceive District One as a business resource. This is especially true of restaurant and bar owners, one or two person operations, and providers of professional services.

8. Business people in small towns are frustrated and discouraged by the minimum enrollment requirements set by District One and perceive this policy as a) unnecessarily inflexible and b) favoring urban areas while rural needs go unmet.

9. Owners/operators are concerned over the lack of basic reading, writing, and math skills among those in the labor force, and also feel that vocationally trained students should get more on-the-job experience prior to graduation.

10. The process by which training programs and evening classes are generated at District One is not understood by owners/operators. They also tend to be put-off by perceived bureaucracies associated with publicly funded services.

CHAPTER IV

Additional Project Activities

Conferences: "Resources to Assist Small Businesses"

As noted in Chapter II, survey participants were invited to attend conferences designed to increase their understanding of area resources serving small businesses. The conferences (an afternoon and evening session in Chippewa Falls and an evening session in River Falls) were informally conducted so as to facilitate personal interaction between resource people and owners/operators.

Conferences were cosponsored by VTAE District One, West Central District Employment and Training Services, and the Wisconsin Private Sector Initiative program. Resource people included representatives from CETA funded programs, WPSIP, District One Field Services and Placement Offices, and University of Wisconsin Business Outreach. Additional informational materials were provided by the Small Business Administration and Wisconsin Job Service.

A total of 26 small business owners/operators attended the conferences. Both business and resource people reported that the conferences were a valuable learning experience. Several owners expressed immediate needs and made plans with resource people for the provision of services. These services included on-the-job training contracts, management consulting, and the creation of specialized business workshops.

Videotape Presentation

In order to continue the cooperative effort between VTAE District One and the CETA system to meet small business needs, and to communicate with small businesses District-wide in a cost-effective way, a videotape presentation was made depicting the broad spectrum of services available to owners/operators. Included in the tape were spokespersons for VTAE District One, CETA funded programs, WPSIP, and UW Business Outreach.

The tape represented a coordinated effort to deliver services to the small business community. It also represented an alternative service delivery method, one with greater flexibility and geographic reach than traditional live programs, in response to needs expressed by survey participants.

The tape, accompanied by a discussion leader, will be made available to business people District-wide beginning in January of 1982.

CHAPTER V

Conclusions and Recommendations

Procedural Recommendations

As indicated in Chapter II of this report, project staff had considerable difficulty identifying members of the project's target group. Locating accurate information reflecting the year a particular enterprise was established proved to be an unachievable task. It is therefore recommended that future project developers consider the availability of critical data prior to defining the target group, and specifically be aware of the problems associated with identifying the dates that businesses were established.

Because of the opportunity afforded by a project such as this to experience the "real world" of small business operation, it is recommended that VTAE Instructional or Field Services staff be utilized as interviewers. Such exposure could be invaluable to those who represent business needs in the classroom or at the administrative level. In order to accomplish this, the interviewing phase of the project must, of course, compliment the school calendar.

Profile of Survey Respondents

Survey respondents were primarily retailers located in urban areas; most were from Eau Claire County. They were indeed small, employing 1-5 workers who were most often clerical or sales people. Typically they had been operating for 3-4 years and had previous ownership or management experience.

Project Conclusions and Recommendations

The reader is reminded that the conclusions and recommendations contained in this report pertain only to the group of new small businesses who completed the survey form or those who were interviewed.

CONCLUSION #1: NONTRADITIONAL EDUCATIONAL APPROACHES NEED TO BE DEVELOPED TO PROVIDE AN EDUCATIONAL SERVICE TO SMALL BUSINESSES.

This conclusion is based on data from survey respondents indicating that owners/operators rely most on informal sources of assistance (other business people or written materials) to meet their ongoing management needs. It is also based on data showing that the reality of small business management leaves little time or energy for structured classroom experiences.

RECOMMENDATIONS:

Service providers should investigate alternative methods of delivering instructional programs/materials. Such alternatives might include home study (correspondence) programs, video or audio cassettes on specific topics, or expanded use of existing media (commercial or public television or the Educational Television Network). At a minimum, greater consideration should be given to providing more classroom options (mini-courses, workshops, and dual day-night programs) to accommodate the needs of small business managers.

A long-range goal relative to this need might be the establishment of a small business resource center to facilitate the distribution of audiovisual and written materials to business people. The cost of such a center could be minimized through effective coordination of services among existing educational institutions, libraries, and the CETA system.

CONCLUSION #2: PERCEIVED OR REAL INSTITUTIONAL BARRIERS EXIST WHICH PREVENT FULL UTILIZATION OF EXISTING SERVICES.

Based on interviewers' reports, perceived bureacratic red tape associated with federally funded programs was a common concern among owners. Relative to District One, rules applying to the minimum number of enrollees necessary to offer instructional programs were viewed as too rigid and inequitable by survey participants in small communities.

RECOMMENDATIONS:

CETA program operators should make every effort to eliminate or reduce paperwork associated with their programs, and would do well to stress this effort during contacts with small business owners.

VTAE District One should review its policy regarding a minimum of 12 enrollees per class, and weigh financial considerations against educational and outreach objectives. Alternatives to the present policy which might be considered include 1) establishing sliding-scale course fees based on the number of enrollees; 2) establishing flexible minimum enrollment numbers based on the population of a community; 3) encouraging greater coordination among neighboring outreach centers in promotion and recruitment efforts; 4) endorsing alternative methods of delivering instructional services to rural areas; 5) conducting further study of this issue as it relates to economic development.

CONCLUSION #3: NEITHER THE CETA SYSTEM NOR DISTRICT ONE IS WIDELY PERCEIVED AS A SMALL BUSINESS RESOURCE.

Forty-eight percent (48%) of survey respondents were not aware of government funded programs to assist them in meeting their training and development needs. Equal and in many cases greater percentages of

respondents were not aware of the wide range of services offered by District One, nor did they fully comprehend the value of those services to their businesses. Interviewers reported a particular lack of identification with the VTAE system among professionals, businesses with 1 or 2 employees, and operators of restaurants and bars. Owners/operators in small communities, according to interviewers, also viewed VTAE classes in their area as nonbusiness oriented.

RECOMMENDATIONS:

Efforts should be undertaken to increase communication with owners/operators, stressing services to small businesses. This project has demonstrated that personal contact is very well received, and that direct mail is the best way to keep business people informed of services/programs. Communication could also be facilitated and a business-resource image enhanced through the creation of small business advisory committees comprised of owners, through technical assistance offered to local economic development committees or merchant associations, or via special small business-oriented newsletters.

In addition to these general approaches, District One could specifically enhance its image with businesses by reorganizing its Evening School Brochure to draw more attention to small business classes and resource people. Consideration might also be given to redefining the role of the Outreach Center Supervisor to include contacts with the local business community for needs assessment and liaison purposes.

CONCLUSION #4: EDUCATIONAL PROGRAMS FOR SMALL BUSINESSES NEED TO BE TAILORED TO THEM AND DESIGNED IN TERMS OF THEIR ENVIRONMENT.

This conclusion is based on reports by interviewers that survey participants repeatedly stressed the need for practical, skill-oriented training programs that reflect the scale of small business and the multiple responsibilities of the owner/operator.

RECOMMENDATIONS:

Training programs attempting to serve small businesses should stress application rather than theory. Those who develop curriculum or serve as instructors should be sensitive to the unique role of the small business owner/operator; ideally such individuals should have had experience in small business or have received relevant in-service training. To the greatest extent possible, the involvement of current owners/operators should be sought during program development and implementation.

CONCLUSION #5: OWNERS/OPERATORS PREFER TO TRAIN THEIR EMPLOYEES ON THE JOB.

According to survey respondents, in-house management-controlled training was the most desirable way to train new employees. Many employers reported to interviewers that it was often necessary to retrain even experienced or vocationally trained workers to follow prescribed procedures or operate new equipment.

RECOMMENDATIONS:

Programs should be developed to help employers and supervisors become more effective trainers.

The role of CETA in financing on-the-job training should be stressed to small business owners/operators.

CONCLUSION #6: FUTURE EMPLOYMENT OPPORTUNITIES IN SMALL BUSINESSES WILL BE PRIMARILY IN SERVICE-RELATED AND MISCELLANEOUS OCCUPATIONS, FOLLOWED BY SALES.

Although plans to acquire new workers are limited, survey respondents indicated that these workers would be in greatest demand.

RECOMMENDATIONS:

CETA and District One placement specialists should seek out small businesses when attempting to place students/workers with backgrounds in these occupational areas.

The special work environment of the small business should be stressed in appropriate VTAE credit programs to assist students in preparing for a diversified employee role. Efforts should be made to seek out the cooperation of the business community in providing hands-on experiences for potential employees.

Instructors should continue to stress skills in reading, writing, and math as requirements of any job.

CONCLUSION #7: THE DEVELOPMENT OF KNOWLEDGE AND SKILLS PERTAINING TO FINANCIAL MANAGEMENT AND INCREASED SALES ARE TOP TRAINING PRIORITIES AMONG OWNERS/OPERATORS.

Survey respondents overwhelmingly indicated an interest in training in sales techniques, advertising, bookkeeping, and accounting. Interest in financial or promotional topics far outweighed interest in equipment or people-related subjects. Concern over economic survival was apparent from interviewers' observations as well.

RECOMMENDATIONS:

Taking the recommendations made earlier into consideration, District One should develop training programs that will assist small business owners/operators in financial management and the promotion and sale of their products or services. Survey data should be used as a guide for planning additional business programs.

Follow-up Activities and Final Comments:

Many actions have already been undertaken in response to this project. The videotape presentation mentioned in Chapter III was one such response. In addition, several workshops have been planned by Field Services staff to meet expressed needs, and a business resource section has been added to the Evening School Brochure. An internal business coordinating committee has been formed comprised of Field Services and Instructional Services staff, and efforts have been undertaken by District One to co-sponsor a training workshop with WPSIP.

This project provided an opportunity for all involved to learn from each other. It fostered a spirit of cooperation among service providers that can only help to further common goals to provide effective, quality services to the small business community. By working together in support of this vital economic group and increasing understanding of their needs, VTAE District One, the CETA system, and others can significantly affect the probability of small business success, thus contributing to the economic development of West Central Wisconsin.

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APPENDIX A

SURVEY INSTRUMENT

AREA VOCATIONAL, TECHNICAL AND ADULT EDUCATION DISTRICT ONE
SMALL BUSINESS SURVEY

In order to better serve the small businesses of VTAE District One, we request that you complete this questionnaire and return it to the District One representative who will visit you within the next few days. Your response will be held in strictest confidence.

STANDARD INDUSTRIAL CLASSIFICATION (Type of Business) _____

Please (X) appropriate answers.

1. In what county is your business located?
   - __ Buffalo
   - __ Chippewa
   - __ Clark
   - __ Dunn
   - __ Eau Claire
   - __ Jackson
   - __ Pepin
   - __ Pierce
   - __ St. Croix
   - __ Trempealeau
   - __ Taylor
   - __ Other _____

2. Which of the following best describes this location?
   - __ Rural/agricultural
   - __ Rural/residential
   - __ Village/City of less than 1,000
   - __ City of 1,000-6,999
   - __ City of 7,000 or more

3. How many employees do you have?
   __ 1-5 __ 6-10 __ 11-15 __ 16-20 __ More than 20

4. How long have you been owner/operator of this particular business?
   - __ 1 year or less
   - __ 2 years
   - __ 3 years
   - __ 4 years
   - __ 5 years or more

5. Have you owned or managed a business prior to this?
   __ Yes __ No

6. Which sources of business-related training, education or technical assistance do you personally rely on most to meet your ongoing management needs? Rank from 1 to 7 in order of your usage. Omit those you have not used.
   - __ U.S. Small Business Administration/SCORE
   - __ District One or other technical school
   - __ UW Extension
   - __ Trade or professional organization
   - __ Other business people
   - __ Books or other printed material
   - __ Other _____ _____

PLANNING TRAINING PROGRAMS TO MEET PRESENT AND FUTURE EMPLOYER NEEDS IS OF PRIMARY CONCERN TO DISTRICT ONE AND OTHER TRAINING PROVIDERS IN THE AREA.

7. Please (X) the numbers of workers you now employ in each of the following categories, and whether you anticipate a large turnover or new positions in the next 3 years.

	Presently Employ 1-3	4-6	7 or more	X if anticipate large turnover	X if anticipate new positions
Office/Clerical	__	__	__	__	__
Office/Financial	__	__	__	__	__
Sales	__	__	__	__	__
Machine Trades	__	__	__	__	__
Assembly	__	__	__	__	__
Construction-Related	__	__	__	__	__
Other: _____ _____	__	__	__	__	__

8. Are workers with the skills you require for entry-level positions generally available in your area?
   __ Yes __ No

9. Do you plan to add any new types of equipment to your business in the next 3 years that will require special training in the following categories? If yes, X all that apply.
   - __ Data or word processing/communications
   - __ Materials-production
   - __ Materials-handling
   - __ Other _____

10. New employees in your business are generally best trained through: (Rank from 1 to 5 in order of your preference.)
    - __ Observing existing workers as they perform their duties.
    - __ A planned on-the-job training program.
    - __ Short-term classroom training in specific job skills.
    - __ Completion of a technical school program.
    - __ Other _____

THE FEDERAL GOVERNMENT CURRENTLY FUNDS OR ASSISTS IN FUNDING PROGRAMS TO PROVIDE TRAINED EMPLOYEES FOR PRIVATE BUSINESSES THROUGH EITHER ON-THE-JOB TRAINING OR SPECIAL CLASSROOM TRAINING PROJECTS.

11. Are you aware of these programs?
__ Yes __ No

12. Would you like to have more information about how these programs can be of assistance to you?
__ Yes __ No

13. Would training in any of the following categories be of benefit to you and/or increase the effectiveness of your current employees? If so, place an X in front of those topics.

Promotion
__ Advertising
__ Identifying markets
__ Sales techniques
__ Pricing
__ Other _____

Finance/Record Keeping
__ Accounting
__ Bookkeeping
__ Records management
__ Financial Analysis
__ Contracts
__ Consumer credit/collection
__ Taxes
__ Government regulations
__ Investment alternatives
__ Data processing
__ Other _____

Materials/Equipment
__ Inventory control
__ Purchasing
__ Quality control
__ Using word processors
__ Safety
__ Other _____

People
__ Supervisory skills
__ Interviewing/Employee Selection
__ Employee relations
__ Decision making
__ Customer relations
__ Time management
__ Motivation
__ Stress management
__ Assertiveness
__ Communication skills
__ Leadership skills
__ Cardiopulmonary Resuscitation (CPR)
__ Other _____

14. Of the following services offered by District One, please (X) those of which you are aware and (X) those which are important to your business:

	Aware of Service	Important to My Business
Basic Skill Development		
Individualized instruction to upgrade math, reading and writing skills	___	___
High school credit courses	___	___
GED test preparation	___	___
English for non-English speaking people	___	___
Building Job Skills		
Occupational improvement training	___	___
Supervisory training	___	___
Workshops to meet specific employer needs	___	___
Apprenticeship training	___	___
Evening credit courses in interpersonal relations & communications	___	___
Individualized instruction to upgrade office skills (typing, accounting, office procedures)	___	___
Employment Information		
Screening & referral of vocationally trained people to employers	___	___
Career guidance and information	___	___

15. What factors, if any, have prevented you personally from more fully utilizing District One's training services?
__ Distance to classes
__ Time of offerings conflicts with job hours
__ Too busy or too tired to attend classes
__ Not familiar with what is available
__ Offerings don't meet my business needs
__ Other _____

16. Rank from 1 to 6 the best ways to inform you of District One's services. (1 is your first choice.)
__ Direct mailings
__ Announcements in local newspapers
__ Radio announcements
__ TV ads
__ Posters in your community
__ Other _____

17. Would you like to be on a mailing list to receive information about ongoing training activities at District One?
__ Yes (Please print your name, name of business & address here.)
__ No

18. Would you be interested in attending a meeting at District One this fall to learn more about resources available to small businesses?
__ Yes __ Maybe __ No

APPENDIX B

LETTER ACCOMPANYING SURVEY INSTRUMENT

AREA VOCATIONAL, TECHNICAL AND ADULT EDUCATION DISTRICT ONE

620 WEST CLAIREMONT AVENUE EAU CLAIRE, WISCONSIN 54701 TELEPHONE: (715) 836-3900

NORBERT K. WURTZEL, DISTRICT DIRECTOR

AN AFFIRMATIVE ACTION EMPLOYER AND EDUCATIONAL INSTITUTION

September, 1981

Dear Small Business Owner,

As the owner of a small business in west central Wisconsin, you and others like you are major contributors to the economic well-being of our area. District One Technical Institute recognizes your importance and wishes to contribute to your success through improved programs and services to small-business people. Could you spare a little of your time to help us serve you better?

We are conducting a survey of small businesses in our service area. A District One representative will visit you in the next few days and request 10 minutes of your time to complete the enclosed survey form and discuss your specific training needs. We want to make it easier for you to communicate with us, and to help us plan training programs that will meet your needs. In addition, we want to be sure that you are aware of the many resources available in this area to assist small businesses.

We sincerely hope that you will find the time to make your voice heard. Please be assured that your comments will be held in strictest confidence.

To repeat, a District One representative will visit you soon--your cooperation will be greatly appreciated. If you have any questions regarding this project, please feel free to contact me at (715)836-5614.

We are looking forward to serving you better in the months and years ahead!

Sincerely,

Julie Marlette

Julie Marlette, Coordinator
Small Business Project

JM:mmg

Enclosure

APPENDIX C

RESOURCE LIST DISTRIBUTED TO SURVEY PARTICIPANTS

SMALL BUSINESS PROJECT

Area Resources Serving Small Businesses

VTAE District One 836-3900

For general information or referral to specific programs, call your Area Coordinator:

Bill Gesell, Southern and Eastern Centers 836-3925
Gene Hagen, Eau Claire Centers 836-3974
Bill Hehli, Menomonie Centers 232-2685
Jim Young, Chippewa Falls Centers 723-0261

For specific information about occupational improvement classes or workshops, call:

Jim Anderson (Agriculture) 836-3935
Reinhold Bents (Trade and Industrial) 836-3944
Richard Cornell (Business and Supervisory Training) 836-3514
Renee' Ramsay (Home Economics) 836-3955
Dixie Kennedy (Health Occupations) 836-3970

For referrals of vocationally trained people, prescreened to meet your business needs, call:

H. Dale Anderson (Placement Counselor) 836-3991
Sharon Barnhardt (Job Service Specialist) 836-4439

For career counseling and information, call:

Judy Ristow (Career Planning Center) 836-2190

Government-funded Training Services to Small Business

The following programs/organizations offer a variety of services to businesses, which may include reimbursement for part of the cost of on-the-job training, special classroom training projects, placement services, and more. Contact the individuals listed below for specific information:

Wisconsin Private Sector Initiative Program/Private Industry Council
Contact person: Dave Swan, Training Developer (Menomonie) 232-1794
(For information about WPSIP/PIC-sponsored training projects at District One, call Diane Pavelski) 836-5170

Impact Seven, Inc.
Contact person: Richard Larson (Eau Claire) 834-0149
(Woodville) 698-2467

Western Dairyland Economic Opportunity Council
Contact person: Gene Rowe, Employer Relations Coordinator for Project Employment (Whitehall) 538-2344

Employment Investors Corporation
Contact person: Andy Piekarski, Vice President (Clear Lake) . . . 1-800-472-7393

Other Sources of Assistance

Small Business Administration, Eau Claire 834-9012
Offers financial assistance and management information.

Service Corps of Retired Executives (SCORE), Eau Claire 834-0070
Offers one-to-one counseling to solve operating problems.

University of Wisconsin/Eau Claire 836-5636
Small Business Outreach Program offers seminars and management consulting services. Contact person: Fred Waedt.

University of Wisconsin Extension
Contact your County Extension Office for brochures and information about small business workshops.

Job Service
Contact your branch office for information about tax credits to employers under the Targeted Jobs Tax Credit Program.

APPENDIX D

REQUEST FOR IMMEDIATE RESPONSE FORM

AREA VOCATIONAL, TECHNICAL AND ADULT EDUCATION DISTRICT ONE

FIELD SERVICES - SMALL BUSINESS PROJECT

TO: DATE:

FROM: SUBJECT: INTERVIEW REPORT - IMMEDIATE REQUEST

NAME OF BUSINESS _____

NAME OF CONTACT PERSON _____

ADDRESS _____

PHONE NUMBER _____

NATURE OF REQUEST _____

NAME OF INTERVIEWER _____ PHONE 5014

DISTRICT ONE COORDINATOR _____

DATE OF COORDINATOR RESPONSE _____

TYPE OF RESPONSE: LETTER _____

PHONE _____

IN PERSON _____

APPENDIX E

CONFERENCE GOALS AND AGENDA

Conference Goals

1. To provide owners with the opportunity to obtain in-depth information about area resources serving small businesses.

2. To facilitate the provision of services to owners through personal inter-action between owners and resource people.

3. To provide owners with the opportunity to express specific training and development needs/concerns to service providers.

4. To provide a forum for the exchange of ideas/information between owners and resource people.

5. To provide an opportunity for owners in the same geographic area to interact and identify common needs/concerns.

6. To provide owners with feedback regarding the small business survey.

Conference Agenda

I. Welcome and introductory remarks.
Review of project.
Highlights of findings.
Purpose of conference.

II. Introductions of resource people.

III. Presentations by resource people.
Over-view of each service/program (5-10 minutes).
Brief question period following each presentation.

IV. Informal discussion/unstructured time.
One-to-one or small group discussions.
Distribution of written materials.
Sign-up sheets, etc.

(NOTE: Two and one-half hours have been allowed for the conference. The actual length may be less, depending on the response of owners.)

APPENDIX F

TABLES ILLUSTRATING DATA FROM TARGET AND NON-TARGET GROUP RESPONDENTS COMBINED

TABLE I

NUMBER AND PERCENT OF RESPONDENTS BY COUNTY AND TYPE OF BUSINESS

N = 439

COUNTY	STANDARD INDUSTRIAL CLASSIFICATION NUMBER OF RESPONDENTS BY COUNTY										TOTALS	
	Ag., Forestry, Fishing	Mining	Construc-tion	Manufac-turing	Trans., Public Utilities	Whole-sale Trade	Retail Trade	Finance, Insurance, Real Estate	Services	No Response	No.	% of N
Buffalo	0	0	2	3	2	1	7	3	6	1	25	5.7
Chippewa	1	1	9	8	3	4	31	5	24	2	88	20.0
Clark	3	0	2	8	0	8	20	4	10	0	55	12.5
Dunn	4	0	4	1	0	2	11	3	16	1	42	9.6
Eau Claire	2	0	14	7	5	15	46	15	40	2	146	33.3
Jackson	0	0	0	1	1	2	1	0	0	0	5	1.1
Pepin	0	0	3	1	0	0	3	2	3	0	12	2.7
Pierce	0	0	7	2	2	1	18	4	5	1	40	9.1
St. Croix	0	0	1	2	1	0	1	0	3	0	8	1.8
Trempealeau	0	0	1	2	1	0	6	1	3	0	14	3.2
Taylor	0	0	0	0	0	1	0	0	1	0	2	0.5
TOTALS	10	1	43	35	15	34	144	37	111	7	439	
% OF N	2.3	0.2	9.8	8.0	3.4	7.7	32.8	8.4	25.3			

TABLE II

DESCRIPTION OF BUSINESS LOCATION

N = 439

County	Rural/ Agric.	Rural/ Res.	City < 1000	City 1000-6999	City of 7000+
Buffalo	6	2	6	11	0
Chippewa	14	11	4	20	37
Clark	19	2	7	26	1
Dunn	5	2	7	3	24
Eau Claire	6	5	3	7	123
Jackson	2	1	1	0	0
Pepin	4	1	0	7	0
Pierce	12	3	6	10	8
St. Croix	i	0	0	1	4
Trempealeau	3	0	5	5	0
Taylor	2	0	0	0	0
TOTALS	74	27	39	90	197
% of N	16.9	6.2	8.9	20.5	44.9

TABLE III

NUMBER OF EMPLOYEES

N = 439

Number of Employees	Number of Businesses	Percent of N
1-5	295	67.2
6-10	73	16.6
11-15	36	8.2
16-20	12	2.7
More than 20	10	2.3

TABLE IV

LENGTH OF OPERATION/OWNERSHIP OF BUSINESS
BY CURRENT OWNER/OPERATOR

N = 439

Number of Years	Number of Businesses	Percent of N
1 year or less	33	7.5
2 years	45	10.3
3 years	73	16.6
4 years	82	18.7
5 years or more	199	45.3

TABLE V

PREVIOUS OWNERSHIP/MANAGEMENT EXPERIENCE
OF CURRENT OWNERS/OPERATORS

N = 439

Previous Ownership/ Management Experience?	Number	Percent of N
Yes	173	39.4
No	247	56.3

TABLE VI

RESOURCES UTILIZED TO MEET MANAGEMENT NEEDS

Resources	Rank
U.S. Small Business Administration/SCORE	7
District One or other technical school	5
UW Extension	6
Trade or professional organization	3
Other business people	1
Books or other printed material	2
Other	4

TABLE VII

RESOURCES UTILIZED TO MEET MANAGEMENT NEEDS
BY COUNTY

County	RESOURCES						
	SBA/ SCORE	Tech. School	UW Ext.	Trade/ Prof. Org.	Other Bus. People	Books, Printed Material	Other
	Rank	Rank	Rank	Rank	Rank	Rank	Rank
Buffalo	7	5	6	3	1	2	4
Chippewa	6	5	7	3	1	2	4
Clark	7	6	5	3	1	2	4
Dunn	7	6	5	4	1	2	3
Eau Claire	7	5	6	3	1	2	4
Jackson	5	1	6	2	4	3	7
Pepin	7	4	6	1	2	3	5
Pierce	7	5	6	3	1	2	4
St. Croix	7	4	6	3	1	2	5
Trempealeau	7	4	6	1	3	2	5
Taylor	7	5	6	3	1	1	3

TABLE VIII

CURRENT EMPLOYEES AND PROJECTED NEED
FOR EMPLOYEES IN THE NEXT 3 YEARS

N = 439

Categories of Workers	Number of Businesses Employing:			TOTAL	% of N	Number of Businesses Anticipating:		TOTAL	% of N
	1 - 3	4 - 6	7 or more			Large Turnover	New Positions		
Office/Clerical	248	9	2	259	59.0	4	25	29	6.6
Office/Financial	132	2	1	135	30.8	1	11	12	2.7
Sales	155	27	17	199	45.3	7	39	46	10.5
Machine trades	42	13	6	61	13.9	2	7	9	2.1
Assembly	22	4	5	31	7.1	1	8	9	2.1
Construction-related	39	6	8	53	12.1	4	10	14	3.2
Other	97	25	21	143	32.6	19	28	47	10.7

TABLE IX

PROJECTED NEED FOR ADDITIONAL EMPLOYEES BY COUNTY

	NUMBER OF RESPONSES BY COUNTY										
Categories of Workers	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor
Office/clerical	1	5	1	5	13	0	1	1	0	2	0
Office/financial	0	4	0	1	4	1	0	1	0	1	0
Sales	0	5	4	3	24	0	1	7	0	2	0
Machine trades	0	2	1	2	2	0	0	1	0	1	0
Assembly	0	1	0	2	3	0	0	1	0	1	1
Construction	1	4	0	0	7	0	0	2	0	0	0
Other	3	7	3	7	21	0	1	4	1	0	0

TABLE X

PROJECTED NEED FOR NEW EMPLOYEES BY TYPE OF BUSINESS

Categories of Workers	NUMBER OF RESPONSES BY STANDARD INDUSTRIAL CLASSIFICATION								
	Ag/For/ Fish	Mining	Const.	Mfg.	Trans/ PU	Whole- sale	Retail	Fin/Ins/ RE	Services
Office/clerical	1	0	0	2	1	2	4	8	11
Office/financial	0	0	2	3	0	0	0	2	5
Sales	0	0	2	2	2	10	17	4	6
Machine trades	0	0	0	2	0	2	3	0	2
Assembly	0	0	1	3	0	2	1	0	2
Construction-related	0	0	10	3	0	0	1	0	0
Other	2	0	2	3	3	3	14	0	20

TABLE XI

NUMBER OF BUSINESSES UNABLE TO FIND SKILLED WORKERS BY COUNTY

N = 439

NUMBER OF RESPONSES BY COUNTY

Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	Total	% of N
6	24	8	8	30	1	0	9	2	2	2	92	21.0

TABLE XII

TYPES OF BUSINESSES UNABLE TO FIND SKILLED WORKERS

N = TOTAL NUMBER OF RESPONDENTS FROM EACH SIC GROUP

Type of Business (SIC)	Number	% of N
Ag/For/Fish	1	10.0
Mining	0	0
Construction	11	25.6
Manufacturing	10	28.6
Transportation/P.U.	4	26.7
Wholesale	6	17.6
Retail	28	19.2
Fin/Ins/R.E.	3	8.1
Services	26	23.4

TABLE XIII

PROJECTED ADDITION OF NEW TYPES OF EQUIPMENT BY COUNTY

N = 439

Type of Equipment	NUMBER OF RESPONSES BY COUNTY											TOTALS	
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	No.	% of N
Data/Word Processing	2	9	1	7	45	0	1	2	0	3	0	70	16.0
Materials-Production	0	4	3	1	3	0	2	1	0	1	1	16	3.7
Materials-Handling	1	3	0	2	5	1	1	2	1	1	0	17	3.9
Other	1	2	0	2	10	0	1	3	1	1	0	21	4.9

TABLE XIV

PROJECTED ADDITION OF NEW EQUIPMENT
BY TYPE OF BUSINESS

Type of Equipment	NUMBER OF RESPONSES BY SIC								
	Ag/For/Fish	Mining	Construction	Manufacturing	Trans/PU	Wholesale	Retail	Fin/Ins/RE	Services
Data/Word Processing	0	0	4	7	0	11	16	8	25
Materials-Production	0	0	3	8	0	2	0	0	2
Materials-Handling	0	0	2	8	0	3	1	0	4
Other	1	0	0	2	2	1	5	2	7

TABLE XV

PREFERRED METHODS FOR TRAINING NEW EMPLOYEES

Method	Rank
Observing existing workers as they perform their duties	1
A planned on-the-job training program	2
Short-term classroom training in specific job skills	4
Completion of a technical school program	3
Other	5

TABLE XVI

PREFERRED METHODS FOR TRAINING NEW EMPLOYEES
BY TYPE OF BUSINESS

	METHOD				
	OBSERVATION	OJT	CLASSROOM	TECH. SCH.	OTHER
SIC	RANK	RANK	RANK	RANK	RANK
Ag/For/Fish	1	2	4	3	5
Mining	2	1	-	-	-
Construction	2	1	4	3	5
Manufacturing	1	2	4	3	5
Trans/P.U.	1	2	3	3	5
Wholesale	2	1	3	4	5
Retail	1	2	4	3	5
Fin/Ins/ R.E.	2	1	3	4	5
Services	1	2	4	3	5

TABLE XVII

KNOWLEDGE OF FEDERALLY-FUNDED TRAINING PROGRAMS BY COUNTY

N = 439

County	Awareness of Programs		Desire for More Information	
	Yes	No	Yes	No
Buffalo	10	13	12	12
Chippewa	46	38	35	43
Clark	29	24	25	26
Dunn	22	18	24	14
Eau Claire	89	55	68	62
Jackson	2	2	3	2
Pepin	4	7	6	3
Pierce	14	23	22	15
St. Croix	2	4	6	1
Trempealeau	6	7	6	7
Taylor	0	1	1	0
TOTAL	224	192	208	185
% of N	51.0	43.7	47.4	42.1

TABLE XVIII

KNOWLEDGE OF FEDERALLY FUNDED TRAINING PROGRAMS
BY TYPE OF BUSINESS

	AWARENESS OF PROGRAMS		DESIRE FOR MORE INFO.	
SIC	YES	NO	YES	NO
Ag/For/Fish	5	4	3	5
Mining	1	0	1	0
Constr.	19	22	26	14
Mfg.	21	9	21	9
Trans P.U.	5	9	10	5
Wholes.	19	15	23	6
Ret.	81	63	65	73
Fin. Ins. R.E.	16	17	11	20
Services	53	48	47	48

TABLE XIX

TRAINING NEEDS BY COUNTY

TRAINING TOPIC	COUNTY AND NO. INDICATING INTEREST												
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	*	Total
Advertising	6	18	16	14	53	3	4	12	3	4	1	0	134
Identifying Markets	2	13	6	4	29	2	2	5	2	0	0	0	65
Sales Techniques	7	22	20	12	57	3	5	16	5	3	0	0	150
Pricing	5	13	12	6	26	0	0	11	3	3	0	0	79
Accounting	10	14	12	13	38	1	5	10	5	3	2	1	113
Bookkeeping	11	24	18	14	42	3	4	14	4	4	2	1	141
Records Management	8	16	14	10	33	3	6	8	3	2	1	0	104
Financial Analysis	3	12	8	9	23	1	1	4	1	2	0	0	64
Contracts	4	6	5	4	13	1	1	3	2	0	1	0	40
Consumer Credit/ Collection	5	19	7	9	24	2	1	7	2	1	1	0	78
Taxes	9	18	10	10	34	2	0	9	1	1	1	0	95
Government Regulations	4	10	5	5	19	2	0	3	0	0	1	0	49
Investment Alternatives	2	14	3	4	10	1	0	2	1	0	1	0	38
Data Processing	0	1	0	1	1	0	0	0	0	0	0	0	3
Inventory Control	2	0	2	1	4	0	0	1	0	0	0	0	10
Purchasing	2	0	0	1	6	0	0	0	0	2	0	0	11
Quality Control	1	0	0	1	2	0	0	0	0	0	0	0	4
Using Word Processors	0	0	0	0	1	0	0	0	1	0	0	0	2
Safety	1	0	0	0	0	0	0	0	0	1	0	0	2
Supervisory Skills	0	1	2	2	2	0	0	0	0	0	1	0	8
Interviewing/ Employee Selection	0	0	1	0	1	0	0	0	0	0	1	0	3
Employee Relations	0	1	1	0	0	0	0	0	0	0	1	0	3
Decision Making	1	0	0	2	3	0	0	0	0	1	1	0	8
Customer Relations	0	1	4	3	3	0	0	3	0	0	0	0	14
Time Management	1	1	2	1	3	0	1	0	0	1	0	0	10
Motivation	0	1	3	5	4	0	1	1	0	1	1	0	17
Stress Management	0	4	1	1	2	0	0	0	0	1	1	0	10
Assertiveness	3	6	2	6	33	1	0	7	2	1	0	1	62
Communication Skills	5	15	8	12	38	1	1	7	1	2	1	2	93
Leadership Skills	4	9	6	11	27	1	1	6	2	1	0	1	69
Cardiopulmonary Resuscitation (CPR)	5	5	2	7	13	0	1	5	2	2	1	1	44

*No county indicated

TABLE XX

TRAINING NEEDS BY TYPE OF BUSINESS

TRAINING TOPIC	TYPE OF BUSINESS AND NO. INDICATING INTEREST								
	AG/FOR/FISH	MINING	CONST	MFG	TRANS/P.U.	WHOLE	RET	FIN/INS/RE	SERV
Advertising	2	0	11	9	3	13	53	14	28
Identifying Markets	0	0	4	7	1	5	23	8	17
Sales Techniques	4	0	10	9	5	20	57	17	26
Pricing	1	0	9	6	2	7	39	4	10
Accounting	2	0	10	7	5	15	34	9	27
Bookkeeping	2	0	11	7	4	19	47	11	36
Records Management	3	0	11	9	2	14	33	7	23
Financial Analysis	1	0	11	5	2	11	16	7	9
Contracts	1	0	8	4	2	4	9	5	8
Consumer Credit/ Collection	4	0	10	8	2	13	14	7	19
Taxes	2	0	14	7	5	8	23	10	24
Government Regulations	1	0	4	5	2	7	13	4	12
Investment Alternatives	2	0	7	3	2	3	7	6	7
Data Processing	0	0	1	0		1	0		1
Inventory Control	0	0	1	0	1	4	2		2
Purchasing	0	0	2	0	2	2	4		1
Quality Control	0	0	1	0	1	0	1		1
Using Word Processors	0	0	0	0	0	0		1	
Safety	0	0	0	0	2	0			
Supervisory Skills	0	0	0	0	0	1	2	2	2
Interviewing/ Employee Selection	0	0	0	0	0	1	1	1	1
Employee Relations	0	0	0	0	0	0		0	1
Decision Making	0	0	0	0	1	1	1	2	3
Customer Relations	0	0	0	0	0	1	8	3	3
Time Management	0	0	1	1	1	1	1	4	1
Motivation	0	0	1	1	0	2	4	6	1
Stress Management	0	0	2	0	0	1	2	1	4
Assertiveness	1	0	4	3	2	4	23	2	21
Communication Skills	5	0	7	4	1	11	23	11	26
Leadership Skills	2	0	9	5	4	6	15	7	18
Cardiopulmonary Resuscitation (CPR)	1	0	3	4	1	3	12	3	16

TABLE XXI

AWARENESS OF DISTRICT ONE SERVICES

N = 439

SERVICE	NUMBER OF RESPONSES BY COUNTY													
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	No Cty. Indic.	Total No.	% of N
Individualized instruction to upgrade math, reading and writing skills	13	40	16	21	74	4	8	14	5	5	1	2	203	46.2
High school credit courses	13	39	20	22	84	4	7	15	5	3	1	2	215	49.0
GED test preparation	14	33	21	18	71	2	6	13	4	3	1	2	188	42.8
English for non-English speaking people	5	25	17	17	58	2	5	9	3	3	1	2	147	33.5
Occupational improvement training	9	32	20	18	68	3	7	11	2	5	1	2	178	40.5
Supervisory training	8	31	16	14	61	2	5	8	2	2	1	2	152	34.6
Workshops to meet specific employer needs	9	28	20	15	70	2	5	12	3	3	1	2	170	38.7
Apprenticeship training	12	37	17	16	65	3	6	12	2	3	1	2	176	40.1
Evening credit courses in interpersonal relations and communications	10	36	25	18	66	2	5	13	3	4	1	2	185	42.1
Individualized instruction to upgrade office skills (typing, accounting, office procedures)	9	31	19	18	68	3	6	10	3	4	1	2	174	39.6
Screening and referral of vocationally trained people to employers	7	20	13	15	60	2	4	9	3	2	0	2	137	31.2
Career guidance and information	7	25	16	13	57	2	4	9	3	3	0	2	141	32.1

TABLE XXII

IMPORTANCE OF DISTRICT ONE SERVICES

N = 439

SERVICE	NUMBER OF RESPONSES BY COUNTY													
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	No Cty. Indic.	Total No.	% of N
Individualized instruction to upgrade math, reading and writing skills	4	8	5	2	23	1	1	4	1	2	0	1	52	11.8
High school credit courses	2	3	2	1	2	1	0	2	0	0	0	0	13	3.0
GED test preparation	0	3	2	0	3	0	0	1	0	0	0	0	9	2.1
English for non-English speaking people	1	1	1	0	2	0	0	1	0	0	0	0	6	1.2
Occupational improvement training	4	11	6	8	25	1	2	7	1	1	0	0	66	15.0
Supervisory training	6	6	2	7	26	2	2	7	2	0	0	1	61	13.9
Workshops to meet specific employer needs	7	13	7	14	32	1	2	12	4	3	0	1	96	21.9
Apprenticeship training	1	10	1	6	13	0	1	2	1	1	0	1	37	8.4
Evening credit courses in interpersonal relations and communications	5	12	5	8	19	1	1	7	2	0	0	2	62	14.1
Individualized instruction to upgrade office skills (typing, accounting, office procedures)	9	16	3	8	35	1	3	3	1	1	0	1	81	18.5
Screening and referral of vocationally trained people to employers	4	10	5	4	27	1	1	4	2	2	1	0	61	13.9
Career guidance and information	2	4	0	1	7	0	1	2	0	0	0	0	17	3.9

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TABLE XXIII

FACTORS PREVENTING USE OF DISTRICT ONE'S TRAINING SERVICES

N = 439

	NUMBER OF RESPONSES BY COUNTY													
	Buffalo	Chippewa	Clark	Dunn	Eau Claire	Jackson	Pepin	Pierce	St. Croix	Trempealeau	Taylor	*	Total	% of N
Factor														
Distance to Class	10	22	30	10	5	3	4	17	4	1	2	0	108	24.6
Time of Offerings	5	26	12	5	37	1	1	7	5	4	1	0	104	23.7
Too Busy or Tired	11	28	13	13	54	0	5	14	2	7	2	1	150	34.2
Not Familiar with Offerings	5	6	7	11	21	1	2	12	1	1	0	0	67	15.3
Offerings Don't Meet Needs	7	15	13	11	37	2	2	8	1	3	0	1	100	22.8
Other	0	9	2	7	8	0	1	6	1	0	0	0	34	7.7

*No county indicated

TABLE XXIV

PREFERRED METHODS FOR INFORMING OWNERS/OPERATORS OF DISTRICT ONE'S SERVICES

METHODS	RANK
Direct mailings	1
Announcements in local newspapers	2
Radio announcements	3
TV ads	4
Posters in your community	5
Other	6

APPENDIX G

STANDARD INDUSTRIAL CLASSIFICATIONS

STANDARD INDUSTRIAL CLASSIFICATIONS

Agriculture, Forestry and Fishing

*Ag Production - Crops
**Ag Production - Livestock
*Ag Services
Forestry
Fishing, Hunting and Trapping

Mining

Mining Metal
Anthracite Mining
Bituminous Coal and Lignite Mining
Oil and Gas Extraction
*Non-metallic Minerals, Except Fuels

Construction

*General Building Contractors
Heavy Construction Contractors
*Special Trade Contractors

Manufacturing

**Food and Kindred Products
Tobacco Manufacturers
Textile Mill Products
Apparel and Other Textile Products
*Lumber and Wood Products
Furniture and Fixtures
Paper and Allied Products
*Printing and Publishing
*Chemicals and Allied Products
Petroleum and Coal Products
Rubber and Miscellaneous Plastics Products
Leather and Leather Products
*Primary Metal Industries
*Fabricated Metal Products
*Machinery, Except Electrical
Electric and Electronic Equipment
Transportation Equipment
*Instruments and Related Products
*Miscellaneous Manufacturing Industries

Transportation and Public Utilities

Railroad Transportation
*Local and Interurban Passenger Transit
*Trucking and Warehousing
U.S. Postal Service
Water Transportation
Transportation by Air

Transportation and Public Utilities--continued

Pipelines, Except Natural Gas
*Transportation Services
*Communication
Electric, Gas and Sanitary Services

Wholesale Trade

*Durable Goods
*Non-durable Goods

Retail Trade

*Building Materials and Garden Supplies
*General Merchandise Stores
*Food Stores
*Automotive Dealers and Service Stations
*Apparel and Accessory Stores
*Furniture and Home Furnishings Stores
*Eating and Drinking Places
*Miscellaneous Retail

Finance, Insurance and Real Estate

*Banking
Credit Agencies Other Than Banks
Security, Commodity Brokers and Services
Insurance Carriers
*Insurance Agents, Brokers and Service
*Real Estate
Combined Real Estate, Insurance, Etc.
Holding and Other Investment Offices

Services

*Hotels and Other Lodging Places
*Personal Services
*Business Services
*Services to Buildings
*Auto Repair, Services and Garages
*Miscellaneous Repair Services
Motion Pictures
*Amusement and Recreation Services
*Health Services
*Legal Services
*Educational Services
*Social Services
Museums, Botanical, Zoological Gardens
*Miscellaneous Services

*Among target and non-target group respondents.
**Among non-target group respondents only.

APPENDIX H

TARGET GROUP RESPONSES TO QUESTIONS

INCLUDING OPTION OF "OTHER"

SMALL BUSINESS SURVEY

COMMENTS

6. Which sources of business-related training, education or technical assistance do you personally rely on most to meet your ongoing management needs? Rank from 1 to 7 in order of your usage.

1 - Experience
1 - Experience
1 - Home office training
- Sears, Roebuck & Company
2 - Experience
- Union 76
- Experience
1 - Tax man
- Experience
2 - GBS
4 - Seminars
2 - University of Minn. Extension
3 - Course on drinks
1 - UWEC
1 - Experience
2 - Management Consultant
1 - Rugged Individualism & Trial & Error Methods
5 - Workshops
- Experience
- Advertising or knowing the people looking for jobs by word of mouth
1 - Personal experience
2 - We wing it!!!
6 - Technical courses by suppliers
- Accountant
4 - UWEC classes
1 - Experienced people
- B.S. IN Business Administration UWEC
- Schwinn training
3 - UW-River Falls-Bus. Admin. & Math
- School of hard knocks!
- Experience
3 - University
1 - CETA
- Experience
3 - Hallmark
- Learn by doing
2 - Kiplinger
1 - Experience
1 - Distributors
1 - Professional consultant
- Personal application
1 - Training seminars from our wholesaler

1 - Previous owner training
1 - Experience
4 - College
1 - Previous business experience
1 - Personal experience/common sense
3 - Library
4 - Univ. of Minn. - Extension
1 - Art training
1 - Experience
1 - Experience
4 - Previous owner
1 - Previous experience
1 - Beauty school
1 - Degree in Home Ec
1 - Common Sense
2 - Personal experience
3 - Experience
- Manufacturer
- Experience
- Schooling provided by Montgomery Wards and sales promotion literature provided by them.
- Coast-to-Coast
1 - General Business Services

SMALL BUSINESS SURVEY

COMMENTS

7. Please (X) the numbers of workers you now employ in eachof the following categories, and whether you anticipate a large turnover or new positions in the next 3 years.

Number of Employees	Type of Employees
1-3	Florist
1-3	Cooks & Waitresses
4-6	Shipping/Receiver/Driver
4-6	Field Scouts
1-3	Body Work
4-6	Stylist
1-3	Truck Drivers
1-3	Chair side assistant
1-3	Mechanic
1-3	Management
1-3	Layout
1-3	Service
1-3	Management
1-3	Furniture Stripper/Repair
1-3	Checker
1-3	Bartender
1-3	Drivers
1-3	Service
1-3	Service
1-3	Beautician
7 or more	Service
1-3	Service
1-3	Plumbing Installation
1-3	Service/Bartending
1-3	Cooks/Waitresses
1-3	Manufacturing/Printing
4-6	Service
1-3	Service Department
4-6	Machinery & Parts
7 or more	Service - Restaurant
1-3	Service to public
1-3	Electric Motor Repair
1-3	Software
1-3	Dental Assistant
1-3	Shop
7 or more	EMT
1-3	Product Delivery
7 or more	Truck Drivers
7 or more	Bartenders
4-6	Lumber Pilers
1-3	Bindery Service
1-3	Delivery
7 or more	Nursing Personnel
1-3	Dental Assistant

SMALL BUSINESS SURVEY

COMMENTS

7. Continued

Number of employees	Type of Employees
1-3	Mechanic & Bodyshop
1-3	Reporters
4-6	Loggers
1-3	Truck Drivers
1-3	Fork Lift Operators
7 or more	Service
1-3	Ceramic Install
1-3	Chiropractic Assistant
1-3	Attorneys
4-6	Delivery
1-3	Refrigeration
4-6	Food Service
7 or more	Service
7 or more	Service
1-3	Houseparent
1-3	Service
1-3	Service/Repair
4-6	Unskilled
7 or more	Service
1-3	Service
4-6	Technician
4-6	Service
1-3	Service
4-6	Service
4-6	Service
1-3	Lab/X-Ray
1-3	Small engine repair
1-3	Mechanic related
7 or more	Service
1-3	Beautician
1-3	Creative Arts
4-6	Unskilled Grounds Worker
7 or more	Service
7 or more	Drivers and Loaders
1-3	Service Elect. Tech.
1-3	Drivers
1-3	Repair TV's
7 or more	Laborers
4-6	Services
4-6	Service
1-3	Service
1-3	Installation and Service
7 or more	Service
1-3	Service

SMALL BUSINESS SURVEY

COMMENTS

9. Do you plan to add any new types of equipment to your business in the next three years that will require special training in the following categories?

Computer Inventory Control
Office Computer
Insurance General Knowledge
Shop equipment
Production
Computer
Test Equipment
Electronic cutters
Purchase semi
Truck Driving
Computer - Engine Diagnostic Tester & Front End Alignment
Adding machines, cash register, food processer
Solar heating and air conditioning
Packaging
Advanced telephone system

10. New employees in your business are generally best trained through: (Rank 1-5)

1 - University
2 - Experience
5 - Madison Area I believe has 2-year insurance course
- Driver training
1 - University degree
2 - doing
- Prefer BS degree in Special Education
4 - Extension courses
- Experience
1 - Beauty school
- Company sponsored training programs
- On the job experience
- Workshops in other towns
- On-the-job
- Experience
- Previous experience
- Manufacturer's training schools

13. Would training in any of the following categories be of benefit to you and/or increase the effectiveness of your current employees?

Training Category	Type of Training
Materials/Equipment	Diesel Mechanics
People	Dental Assistant
Promotion	Displays
People	Setting Priorities
Materials/Equip.	Skill Development

SMALL BUSINESS SURVEY

COMMENTS

15. What factors, if any, have prevented you personally from more utilizing District One's training services?

Don't have a present need.
Cost - Distroct One
Attending school
Uncle Sam
I'm new to the area.
Unneeded at present time.
Am using.
No time.
Do use it.
Better training available on the job.
1-day UW-Extension courses more convenient.
Already had schooling at UWEC.
Doesn't meet needs.
Too expensive.
Very new to this area.
Have not required them.
Lack of interest.
Not interested.
Classes cancelled.
Time off important to family needs.

16. Rank from 1 to 6 the best ways to inform you of District One's services. (1 is your first choice.)

Personal contact.
Calling business - phone or in person

ERIC Clearinghouse for Junior Colleges
96 Powell Library Building
University of California
Los Angeles, California 90024

OCT 15 1982